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Bestselling
Computer
Book Series

"PLANNING For New DOC's should come as a standard complement to any other materials when thinking of deployment."



NEW!

PLANNING FOR NEW DOC'S

1ST EDITION

**A Reference for
the Rest of Us!**

*Your First Aid Kit
when you're asked to plan for an
upcoming operation or deployment*

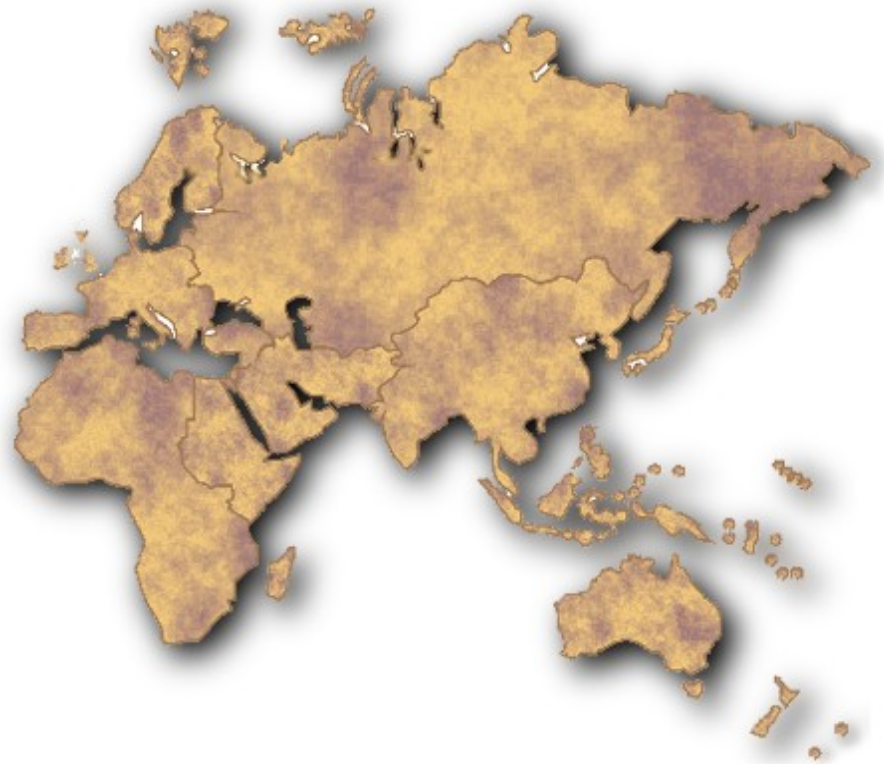
27Aug

FREE
"Cheat Sheet"
Inside!



UNCLASSIFIED

THEATER DELIBERATE AND CRISIS PLANNING



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The Joint Chiefs of Staff***

Outline



- Deliberate Planning
- Crisis Action Planning
- Medical Support Planning
- Medical Analysis Tool
- Annex Q Overview



Planning

- WHAT: COMPLEX BALANCE MIXING FORCES, EQUIPMENT, FLOW, LOGISTIC SUPPORT AT THE RIGHT PLACE AND TIME
- WHY DELIBERATE PLANNING?
 - NO PLAN SURVIVES THE FIRST SHOT
 - PROCESS IS THE SAME REGARDLESS OF URGENCY
 - SOMETHING TO DUST OFF WHEN TIME IS OF THE ESSENCE
 - FIRST STEP IN PROGRAMMING RESOURCES, MANPOWER, AND BUDGETING AND ACQUISITION
- THEATER PLANNING DONE PRIMARILY AT THE CC LEVEL, VALIDATED BY THE JOINT STAFF, SIGNED BY THE CHAIRMAN, JCS



Planning

- DELIBERATE
 - MAJOR PLANS DIRECTED BY JOINT STRATEGIC CAPABILITIES PLAN (JSCP)
 - MAY TAKE UP TO TWO YEARS TO COMPLETE
- CRISIS
 - RESPONDS TO URGENT SITUATION
 - READY IN DAYS
- FORMATS: OPLAN, CONPLAN, FUNCTIONAL PLAN
- TWO OPLAN DELIVERABLES
 - FORMAL WRITTEN PLAN (OR OPORD)
 - TIME PHASED FORCE DEPLOYMENT DATA (TPFDD)

**TPFDD IS A TIMELINE THAT IDENTIFIES
UNITS, LIFT AND CARGO FLOW BY**



Planning Guidance

JOINT OPERATIONS PLANNING & EXECUTION SYSTEM (JOPES)

- CJCS JOINT PLANNING SYSTEM
- RANGES FROM WHITE HOUSE TO JTF
 - USED AT ALL LEVELS; COMMON LANGUAGE
- DELIBERATE OR CRISIS PLANNING
- JOPES IS A COMBINATION OF:
 - POLICIES, PROCEDURES AND FORMATS
 - AUTOMATED DATA SYSTEMS
- TRANSLATES POLICY INTO OPERATIONS PLANS



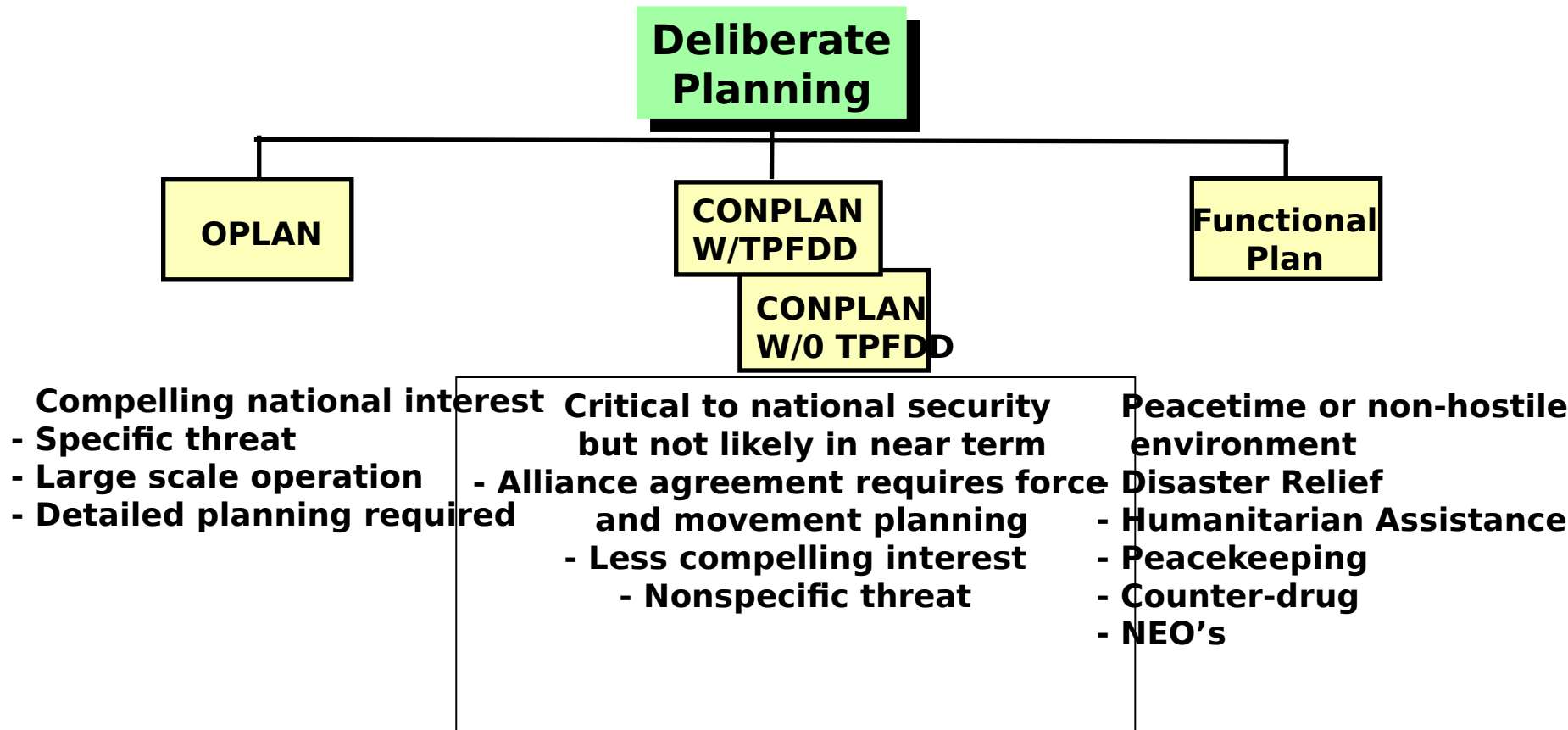
Planning Guidance

JOPEs FIVE BASIC PLANNING FUNCTIONS:

- MOBILIZATION PLANNING (SERVICES)
- DEPLOYMENT PLANNING (CCS AND TRANSCOM)
- EMPLOYMENT PLANNING (CCS AND COMPONENTS)
- SUSTAINMENT PLANNING (CCS, SERVICES, DOD AGENCIES)
- REDEPLOYMENT PLANNING (CCS, SERVICES, TRANSCOM)



Joint Operation Planning and Execution System (JOPES)



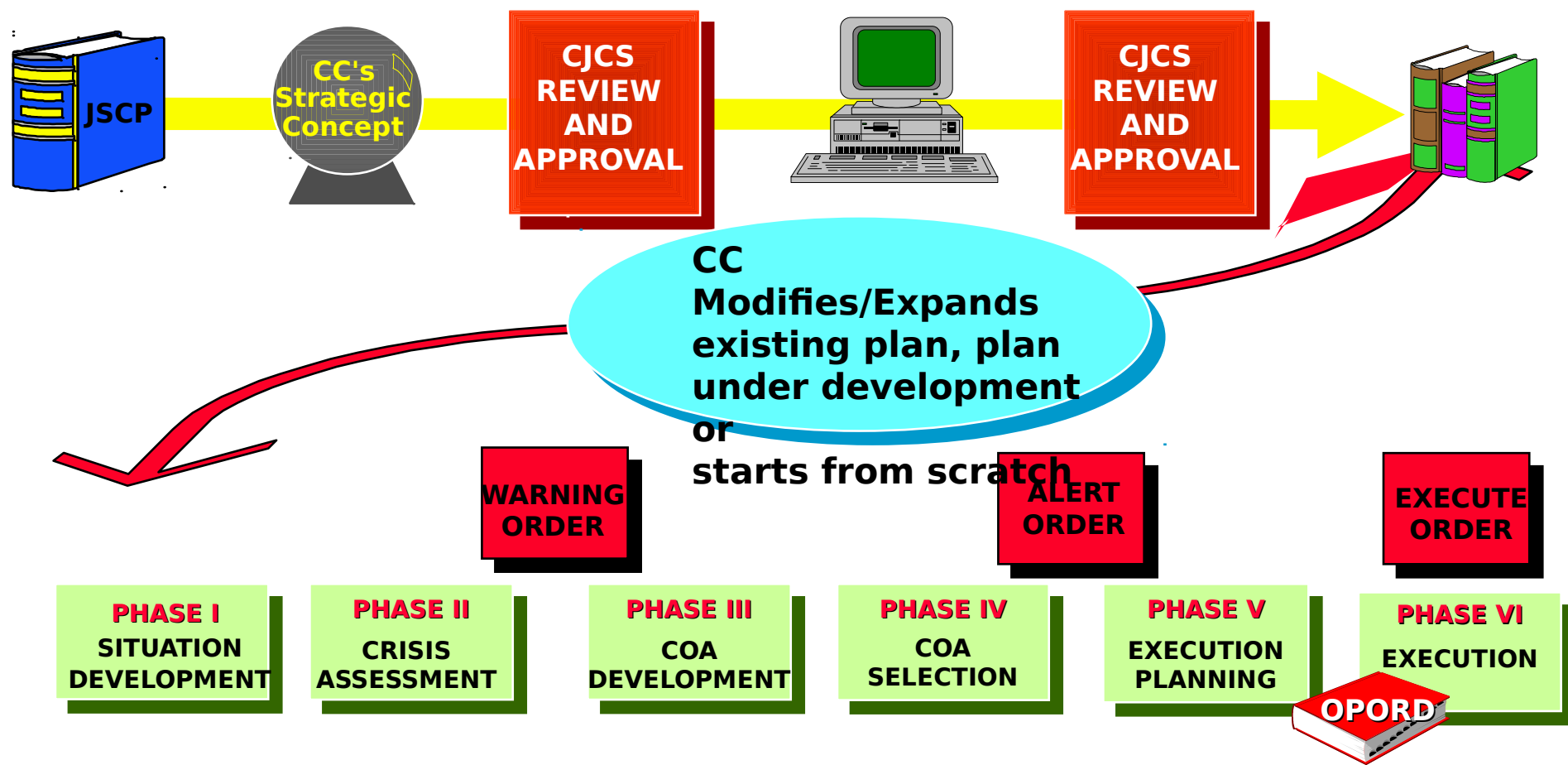


Joint Strategic Capabilities Plan (JS

- WRITTEN BY CJCS
- LINK BETWEEN NSS/NMS AND THE PLANNING PROCESS
- DIRECTS CC's TO BEGIN PLANNING ACTIVITIES
- APPORTIONS COMBAT FORCES AND LIFT ASSETS
 - ARMY BRIGADES OR LARGER
 - AIR FORCE SQUADRONS
 - NAVY CARRIER BATTLE GROUPS/SURFACE ACTION GROUPS
 - MARINE CORPS MAGTF'S
- ESTABLISHES PRIORITIES FOR OPLANS



Deliberate versus Crisis Action Planning





Deliberate Planning

***AT BEST, DELIBERATE PLANNING IS EDUCATED,
ORGANIZED GUESSWORK WHERE SUCCESS IS
DEFINED AS ACHIEVING AN ESTIMATE THAT IS
REASONABLE.***



Deliberate Planning Phase

PHASE I: INITIATION

ACTION:

- TASK ASSIGNED FROM JSCP

OUTCOME:

- CC TAKES TASK FROM THE JSCP
- DETERMINES FORCES APPORTIONED



Deliberate Planning Phas

PHASE II: CONCEPT DEVELOPMENT

ACTION:

- CC DETERMINES MISSION STATEMENT
- DEVELOPS COMMANDER'S INTENT
- DEVELOPS COURSES OF ACTION (COA'S)
- DEVELOPS COMMANDER'S ESTIMATE

OUTCOME:

- CC STRATEGIC CONCEPT SUBMITTED TO CJCS FOR REVIEW AND APPROVAL



Deliberate Planning Phase

PHASE III: PLAN DEVELOPMENT

ACTION:

- BUILD FORCE LIST
- SUPPORT PLANNING
- NBC DEFENSE PLANNING
- SHORTFALL IDENTIFICATION
- TRANSPORTATION PLANNING / ANALYSIS
- TPFDD REFINEMENT

OUTCOME:

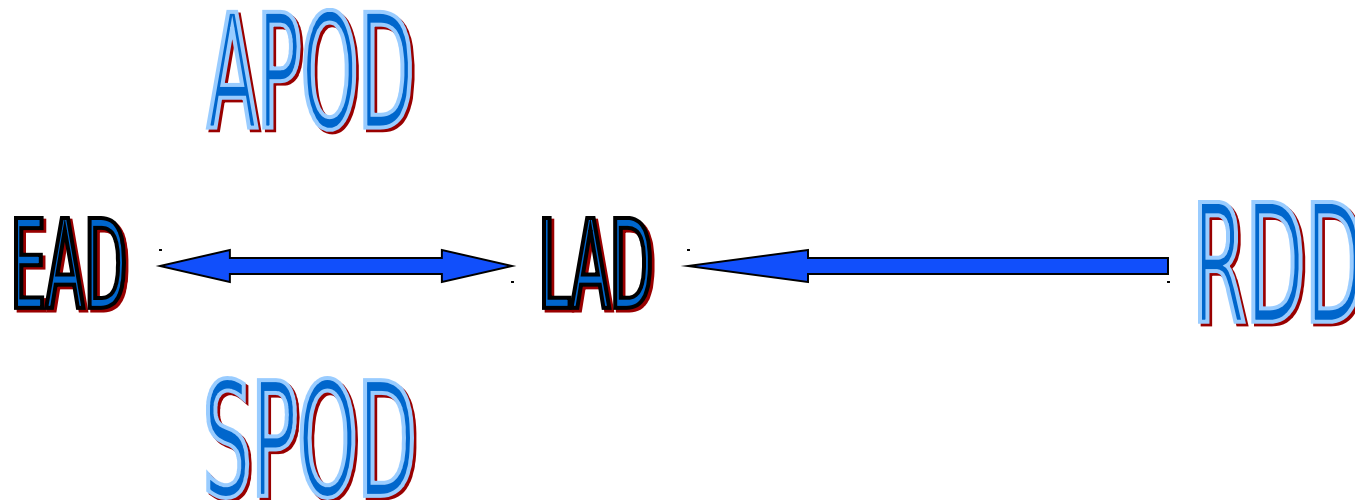
- TRANSPORTATION FEASIBLE PLAN DEVELOPED
- PLAN PREPARED FOR FINAL REVIEW



Time Phase Force and Deployment Database (TPFDD)



- Supported CINC determines a Required Due Date (RDD)
- Supported CINC sets Point of Debarkations (POD)
- Supported CINC determines Earliest Arrival Dates (EAD) and Latest Arrival Dates (LAD)





TPFDD

- Supporting CINC determines Point of Embarkation (POE)
- Supporting CINC determines Available to Leave Date (ALD) to meet the POE
- Supporting CINC determines departure from Origin by Ready to Leave Date (RLD)

Origin

POE

RLD

ALD





- In plain language
 - The CINC in the theater tell you when is the last possible day he/she wants troops in their theater (RDD) or (CDD)
 - Same CINC's staff figures out the Earliest and the Latest Arrival Dates (EAD/LAD) that they can get them (by Air or Sea) to their point of debarkation (APOD/SPOD)
- Once the theater CINC sets his requirements that everyone supporting him/her
 - Determines the day they have to get on the plane or ship to get in theater by the debarkation date - (APOE/SPOD)
 - And also, where they are coming from (Origin) to get them to where they will catch the plane or ship (APOE/SPOD)



TPFDD

Origin

POE

SPOD
APOD



RLD

ALD

EAD

LAD

RDD
CRD

C+6

C+8

C+10

C+15

C+15





Deliberate Planning Phases

PHASE IV: PLAN REVIEW

ACTION:

- PLAN SUBMITTED TO CJCS FOR REVIEW
 - ADEQUACY
 - FEASIBILITY
- PLAN APPROVED OR DISAPPROVED

OUTCOME:

- IF APPROVED, THE PLAN GOES TO COMPONENTS FOR PREPARATION OF SUPPORTING PLANS (PHASE V)
- IF DISAPPROVED, PLAN GOES BACK TO THE CC FOR REFINEMENT



Deliberate Planning Pha

FINAL PRODUCT - A **TRANSPORTATION**
FEASIBLE

PLAN, WITH SERVICE UNITS IDENTIFIED,
SOURCED, AND SCHEDULED FOR MOVEMENT
BY DAY IN A TIME PHASED FORCE
DEPLOYMENT DATA
(TPFDD) LIST.



Plan Requirements

SPACECOM
SUPPORTING
PLANS ONLY

NORAD
1 - CONPLANs

ACOM
9 - CONPLANs
4 - FUNCTIONAL PLANS

EUCOM
1 - CONPLAN W/TPFDD
3 - CONPLANs
3 - FUNCTIONAL PLANS

CCUNC/CFC
1 - OPLAN
1 - CONPLAN

TRANSCOM
SUPPORTING
PLANS ONLY

STRATCOM
1 - OPLAN

SOCOM
SUPPORTING
PLANS ONLY

CENTCOM
1 - OPLAN
2 - CONPLAN W/TPFDD
5 - CONPLANs
3 - FUNCTIONAL PLANS

PACOM
1 - OPLAN
1 - CONPLAN
W/TPFDD
10 - CONPLANs
3 - FUNCTIONAL

3 OPLANs

- Compelling National Interest
- Larger Scale Operations
- Detailed planning required

- MRCs w/specific threats
- SIOP

SOUTHCOM
5 - CONPLANs
3 - FUNCTIONAL PLANS

16 Functional plans

- Peacetime or Permissive environment
- Humanitarian Assist/Disaster Relief
- Peacekeeping
- Counterdrugs

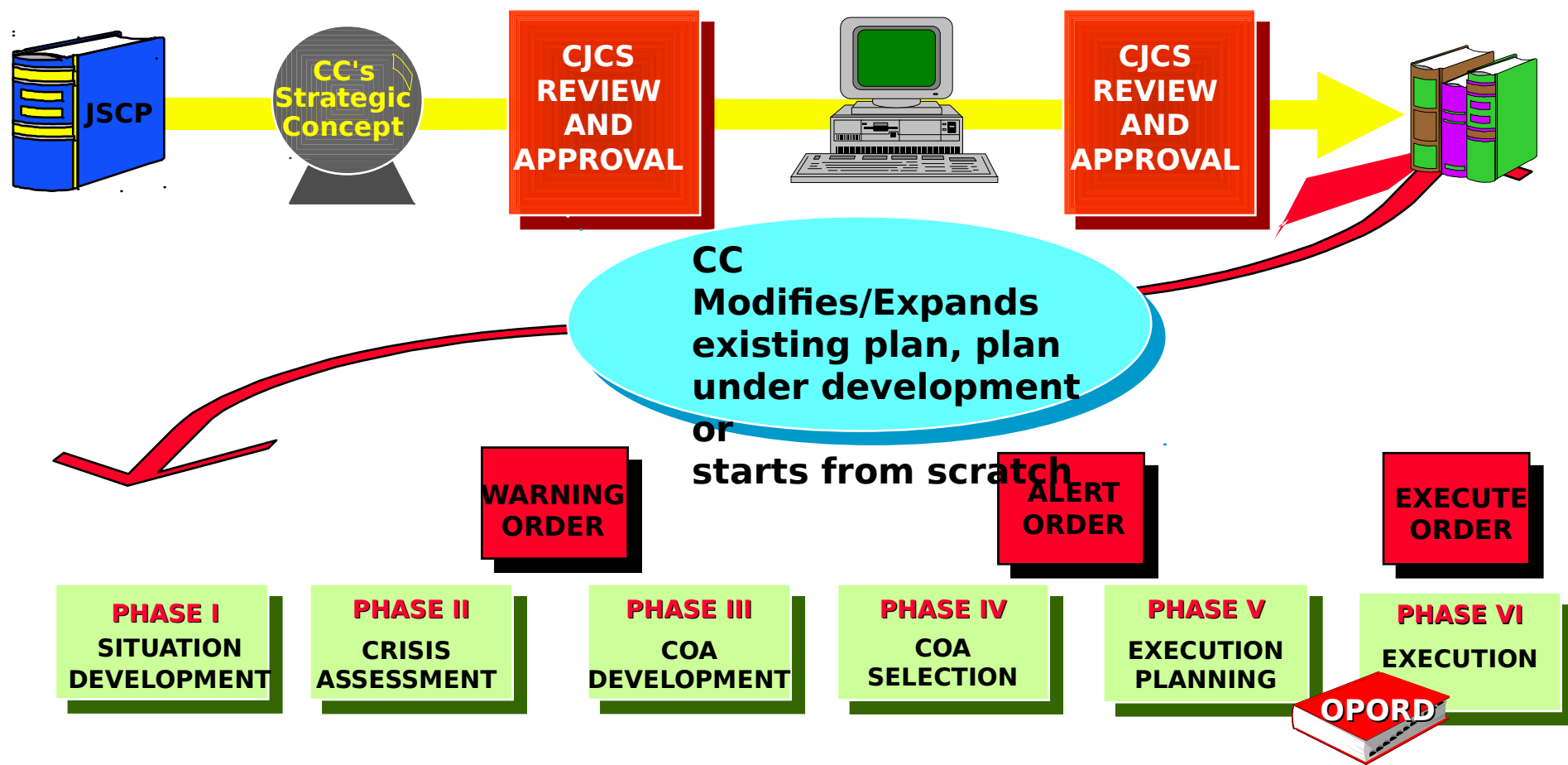
	JSCP	CJCS
Approves	Tasks	
OPLANs	3	3
CONPLANs	4	4
w/TPFDDs		
CONPLANs	38	22
Functional Plans	16	0
Total	61	29

42 CONPLANs

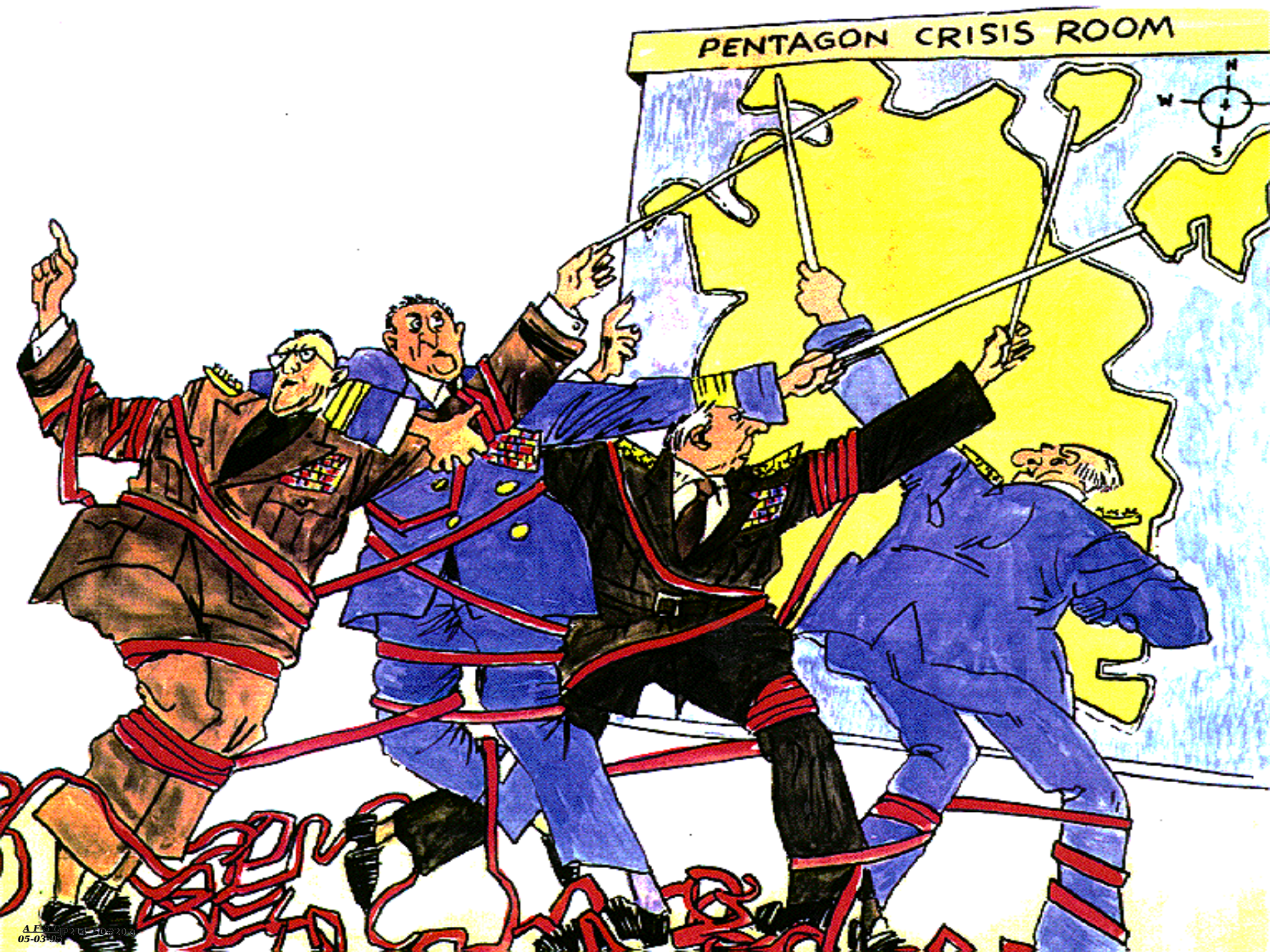
- 4 with TPFDDs
- Less compelling interest
- Binational requirements
- Smaller scale operations
- CCs approve 16 plans
- CJCS approves 26 based on more compelling interest, higher likelihood of occurrence, or binational requirement



Deliberate versus Crisis **Action Planning**



PENTAGON CRISIS ROOM





Crisis Action Phase

PHASE I: SITUATION DEVELOPMENT

ACTION:

- MONITOR WORLD SITUATION
- IDENTIFY POTENTIAL PROBLEM THAT MAY HAVE NATIONAL POLICY IMPLICATIONS

OUTCOME:

- CC ASSESSMENT TO NCA/CJCS



Crisis Action Phases

PHASE II: CRISIS ASSESSMENT

ACTION:

- INCREASE AWARENESS/REPORTING
- JS ASSESSES SITUATION
- JS ADVISE ON POSSIBLE MILITARY ACTION
- NCA/CJCS EVALUATION

OUTCOME:

- RETURN TO PRE-CRISIS SITUATION OR;
- NCA/CJCS DECIDE TO DEVELOP MILITARY CO



Crisis Action Phases

PHASE III: COURSE OF ACTION DEVELOPMENT ACTION:

- DEVELOP MILITARY OPTIONS (COA's)
- CC's ASSIGN COMPONENT RESPONSIBILITIES
- CREATE/MODIFY TPFDD
- USTRANSCOM PREPARES DEPLOYMENT ESTIMATES
- EVALUATE COA's

OUTCOME:

- CC SENDS COMMANDERS ESTIMATE WITH RECOMMENDED COA



Crisis Action Phases

PHASE IV: COURSE OF ACTION SELECTION

ACTION:

- CJCS ADVICE TO NCA
- CJCS MAY SEND PLANNING ORDER PRIOR TO SELECTION OF COA

OUTCOME:

- NCA SELECT COA
- CJCS RELEASES COA SELECTION BY NCA IN ALERT ORDER



Crisis Action Phases

PHASE V: EXECUTION PLANNING

ACTION:

- CC DEVELOPS OPORD
- REFINE TPFDD
- FORCE PREPARATION

OUTCOME:

- NCA DECISION TO IMPLEMENT

OPORD



Crisis Action Phases

PHASE VI: EXECUTION

ACTION:

- CJCS SEND EXECUTE ORDER BY AUTHORITY OF

SECDEF

- CC EXECUTES OPORD
- TPFDD DATA CONTINUOUSLY UPDATED
- BEGIN REDEPLOYMENT PLANNING

OUTCOME:

- CRISIS RESOLVED
- BEGIN REDEPLOYMENT OF FORCES

Basic Plan



PLAN: BASIC PLAN + ANNEXES

BASIC PLAN CONTAINS:

1. SITUATION:

- General, Assumptions, Enemy and Friendly Centers of Gravity

2. MISSION

- Initiation and End State (may be broad, ie. on terms favorable....)

3. EXECUTION (INCLUDES CONCEPT OF OPERATIONS)

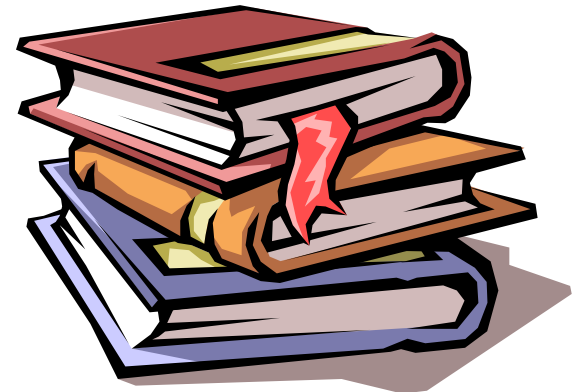
- Concept of Ops, Commanders intent, Phases of Battle: Pre-Hostilities, Lodgment, Decisive Combat & Stabilization, Follow-Through, Post-Hostilities & Redeployment

4. ADMINISTRATION AND LOGISTICS

- Concept of Support (refer to Annex D)

5. COMMAND AND CONTROL

- (Refer to Annex K)





OPLAN Contents

A TASK ORGANIZATION *

B INTELLIGENCE

C OPERATIONS

D LOGISTICS

E PERSONNEL

F PUBLIC AFFAIRS

G CIVIL AFFAIRS

H ENVIRONMENTAL SERVICES

J COMMAND RELATIONSHIPS

K C4 SYSTEMS

L OPERATIONS SECURITY

M MAP, CHART, GEODESY

N SPACE OPERATIONS

P HOST NATION SUPPORT

Q MEDICAL SERVICES

R CHAPLAIN ACTIVITIES

X EXECUTION CHECKLIST

Z DISTRIBUTION

*** CONTAINS:**

- TIME-PHASED FORCE DEPLOYMENT LISTING**
- SHORTFALL IDENTIFICATION**



ANNEX Q

- PATIENT MOVEMENT
- BLOOD
- HOSPITALIZATION
- RETURNS TO DUTY (RTD)
- MEDICAL LOGISTICS
- FORCE HEALTH PROTECTION
- MEDICAL COMMAND, CONTROL & COMMUNICATIONS
- HOST NATION SUPPORT
- MEDICAL SUSTAINABILITY ESTIMATE
- MEDICAL INTELLIGENCE
- MEDICAL PLANNING RESPONSIBILITIES



***“Any damned fool can write a plan.
It’s the execution that gets you all
screwed up.”***

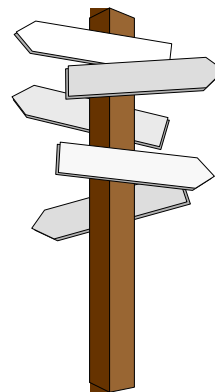
Lt Gen James F. Hollingsworth, USA

09/10/16



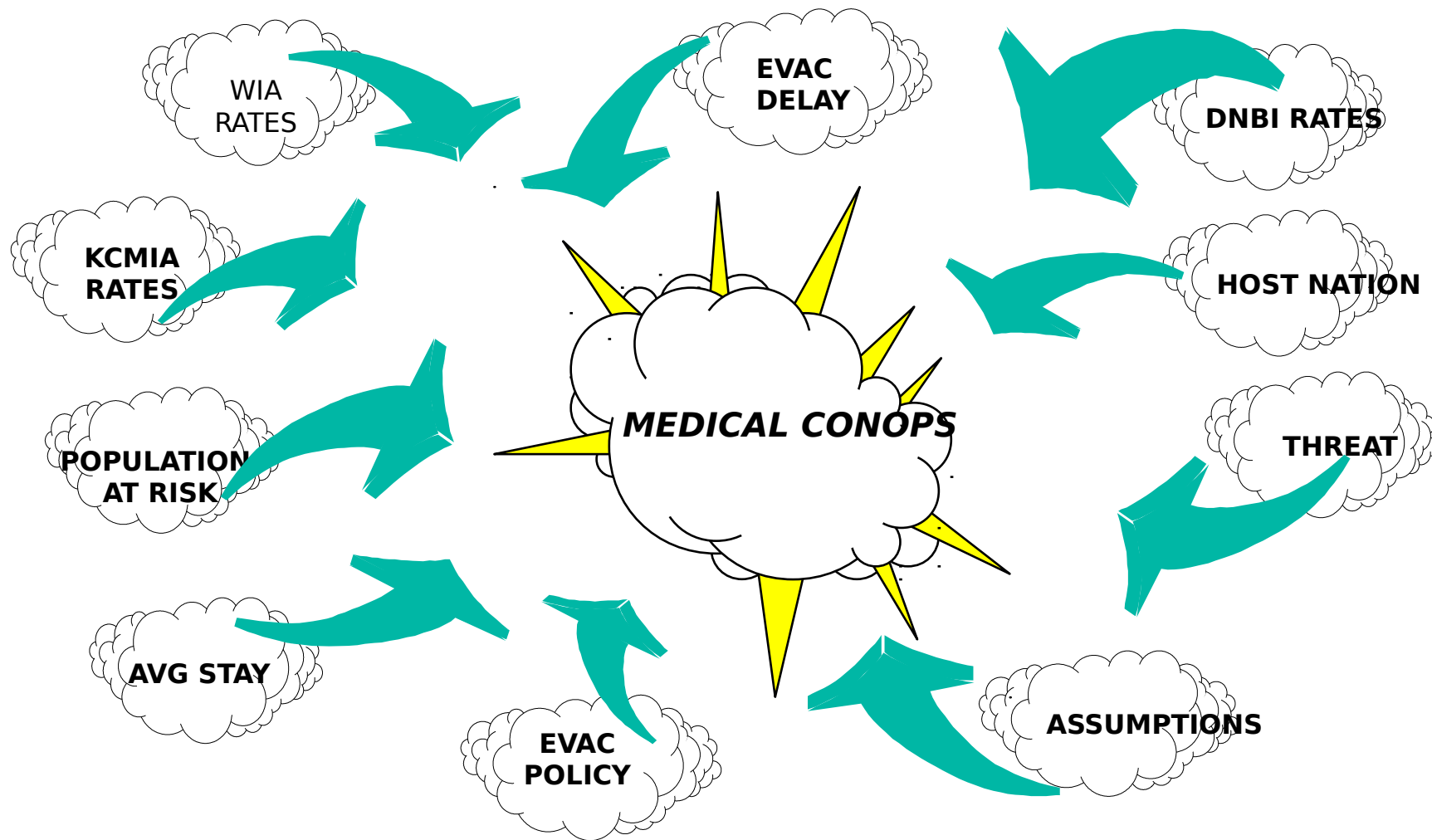
Medical Support Planning

- WHAT INFORMATION IS NEEDED TO START?
- WHERE DOES THE MEDICAL PLANNER GET IT?





Determine Medical Requirements





Medical Support Planning

- ASSESS THREAT
- DETERMINE CONCEPT OF OPERATIONS
- CALCULATE MEDICAL REQUIREMENTS
 - DELIBERATE VS CRISIS
 - ADMISSIONS VS OCCURENCES
 - CASUALTY RATES
 - MEDICAL PLANNING CONSIDERATIONS
- PLANNING TOOLS



Threat Assessm

- OPERATIONAL, MEDICAL
- THE “TWO” SHOP (S, G, J) FOR OPERATIONAL INTELLIGENCE
 - PERMISSIVE, HOSTILE, OR UNCERTAIN
 - WHO IS THE ENEMY (ORGANIZED, BANDITS)
 - WHAT CAPABILITY DOES THE ENEMY HAVE?
 - MINES?
- ARMED FORCES MEDICAL INTELLIGENCE CENTER (AFMIC)
 - DISEASE THREAT
 - WMD



CONCEPT OF OPERATIONS

- THE "THREE" SHOP
- HOW IS THE WAR IS GOING TO BE FOUGHT
- OPERATORS TELL MEDICS, NOT THE OTHER WAY AROUND



Medical Support Planning

- MEDICAL PLANNING MUST ALSO TAKE INTO ACCOUNT:
 - FORCE SIZE RESTRICTIONS
 - PRE/POST-DEPLOYMENT SCREENING REQUIREMENTS
 - HOST NATION/COALITION SUPPORT
 - WEATHER (NOW AND FOR THE DURATION)
 - TERRAIN
 - DEPLOYMENT CAPABILITY
 - HUMANITARIAN SUPPORT REQUIREMENTS
 - DoS VS DoD
 - OTHER SERVICE MEDICAL CAPABILITIES
- EACH OPERATION HAS UNIQUE CONSIDERATIONS



PLANNING FACTORS

- VARIABLES WITHIN DELIBERATE PLANNING
- PROVIDE THE FRAMEWORK FOR THE PLAN
- USUALLY JOINT STAFF DIRECTED FOR CONSISTENCY
 - *EVACUATION POLICY*
 - *EVACUATION DELAY*
 - *DISPERSION FACTOR*
 - *OCCURRENCE RATE*
 - *ADMISSION RATE*
 - *SKIP POLICY*



REQUIREMENTS

CALCULATION

EVACUATION POLICY: *THE NUMBER OF DAYS A PATIENT MAY REMAIN IN THEATER FOR TREATMENT ESTABLISHED BY SECDEF AND THEATER COMMAND*

EVACUATION DELAY: *THE AMOUNT OF TIME AWAITING TRANSPORTATION. OPERATIONALLY, THE REAL DRIVER IN DETERMINING NUMBER OF BEDS NEEDED IN THEATER.*

DISPERSION FACTOR: *ADJUSTMENT TO THE DATA REQUIREMENT THAT FACTORS FOR DIFFERENCES IN BED TYPES. US ARMY (FM 8-55) ADVISES 20%*



REQUIREMENTS

CALCULATION

OCCURRENCE RATE: *THE AVERAGE DAILY NUMBER OF INDIVIDUALS PRESENTING TO A MEDICAL PROVIDER PER 1000 PERSONS IN THE POPULATION AT RISK.*

ADMISSION RATE: *THE AVERAGE DAILY NUMBER OF HOSPITAL ADMISSIONS PER 1000 PERSONS IN POPULATION AT RISK.*

SKIP POLICY: *THE PERCENTAGE OF PATIENTS MOVING PAST ONE LEVEL TO A HIGHER LEVEL. IN DELIBERATE PLANNING, THIS IS CONSIDERED ZERO.*



Medical Analysis Tool (MAT) Version 2.0

- A THEATER MEDICAL REQUIREMENTS ESTIMATOR AND COURSE OF ACTION ANALYSIS TOOL.
- JOINT STAFF APPROVED MEDICAL PLANNING TOOL REPLACING MEDICAL PLANNING MODULE (MPM) AND LOGISTICS PROCESSOR EXTERNAL-MEDICAL (LPXMED).
- DELIBERATE AND CRISIS ACTION PLANNING
- RUNS OFF PC (MICROSOFT WINDOWS) AS WELL AS GCCS

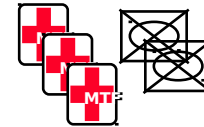


MAT - Version 2.0

TWO PARTS:

- **REQUIREMENTS ESTIMATOR:**
 - **BEDS**
 - **OR TABLES**
 - **STAFF REQUIREMENTS**
 - **BLOOD**
- **COURSE OF ACTION ANALYSIS:**
 - **DETERMINE "BOTTLENECKS"**
 - **RISK ASSESSMENT**

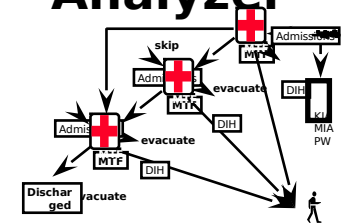
Scenario Builder



Bed Requirement Estimator



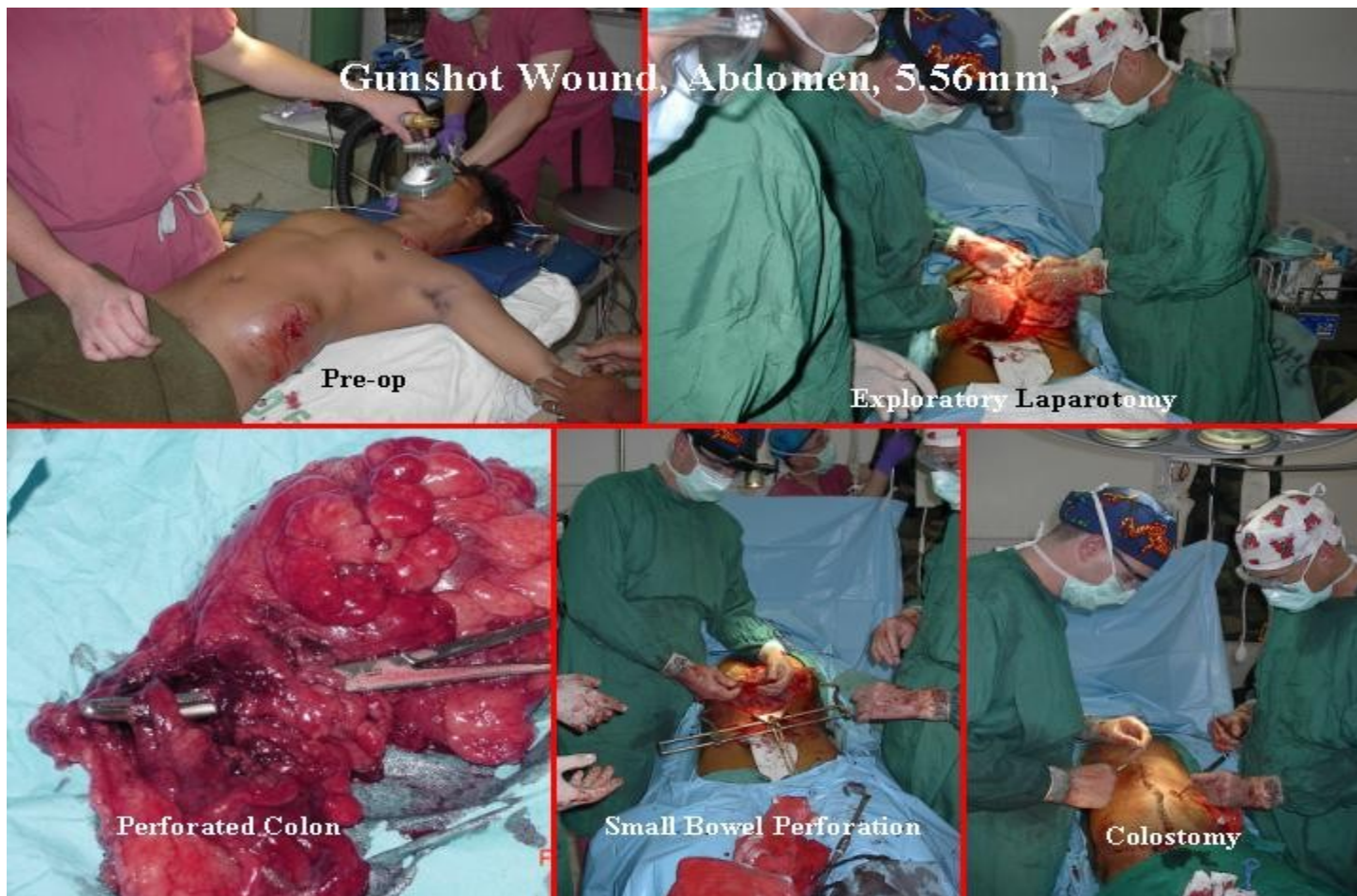
Course of Action Analyzer



Return to Duty



Treatment Briefs (TBs) and Time, Task, Treater Files (TTTFs)



Time - How long does it take? Treatment - What type tx is required?
Tasks - What is required?



MAT - Requirements Estimation

POPULATION
AT
RISK (PAR)

X

CASUALTY
RATE
(PER 1000)

=

REQUIREMENTS



DISEASE - medics
NBI- medics
BS- medics
WIA - operators
ADMIN- personnel
KIA - operators

BEDS
BLOOD
OR TABLES
STAFF
LOSSES
RTD'S



MAT - RE

Summary

MAT ACCEPTS PAR DATA FROM A TPFDD, OR MANUAL ENTRY, ALLOWS MATCHING OF OPERATIONS TEMPO AND INTENSITY AND CALCULATES AND REPORTS THE FOLLOWING:

- POPULATION AT RISK
- PERSONNEL LOSS
- ADMISSIONS
- EVACUEES
- RETURNS TO DUTY
- BEDS REQUIRED (TIME-PHASED AVERAGE AND PEAK REQUIREMENTS)
- BLOOD
- CLASS VIIIA
- PLANNING FACTORS

